

**MANISTEE CITY COUNCIL**  
**SPECIAL - WORK SESSION AGENDA**

**Tuesday, April 28, 2015 - 6:00 p.m. - Council Chambers, City Hall**

**I.     Call to Order.**

**II.    Work Session Items.**

- a.)   PUBLIC COMMENTS ON WORK SESSION RELATED ITEMS.
  
- b.)   DISCUSSION ON CITY MANAGER RECRUITMENT PROCESS. – Interim City Manager Ben Bifoss and Kathie Grinzinger, MML Executive Recruiter.

**III.   Adjourn.**

RBB:cl



michigan municipal league

MEMO

1675 Green Road  
Ann Arbor, MI 48105

TEL 734.662.3246 800.653.2483  
FAX 734.662.8083  
WEB www.mml.org

Colleen Kenney, Mayor  
Members of the Manistee City Council

to

from

Kathie S. Grinzinger,  
Lead Executive Recruiter  
Michigan Municipal League

Ben Bifoss, Interim City Manager

cc

date

April 22, 2015

**Manistee City Manager Search**

subject

Mayor Kenney and Members of the Council,

Thank you for choosing the Michigan Municipal League to assist you in your recruitment efforts to hire a new City Manager. We are committed to the enduring success of Michigan communities and are hopeful our partnership in this effort will be satisfactory and beneficial to you, your employees and your community.

Before we meet again I wanted to provide you a written overview of the process we will initiate. On Tuesday, April 28, 2015, I will meet with your primary administrative team and all members of the Council. I will spend a couple of hours with the staff members beginning at 3:00 in the afternoon. Following that, I am hopeful Council will reserve at least two hours to brainstorm with me.

We will certainly talk through each of the steps we will accomplish when we see each other again. But, to provide you as much information ahead of time as possible, below is an outline of the steps we will take as move through this first phase of the recruitment procedure.

## **I. Establish Profiles**

### **A. Community Profile**

Our first task will be to collect data to allow for a profile of the City to be constructed for advertising and outreach activities. The information we find important for city staff to provide includes, at minimum, the following.

#### **1. Collection of Vital Community Statistics**

- Population
- Area
- Average home price
- Average household income
- Diversity in population (age, education attainment, race, etc.)
- Commercial base



## MEMO

► 1675 Green Road  
PO Box 1487  
Ann Arbor, MI 48106-1487

TEL 734.662.3246 800.653.2  
FAX 734.662.8083  
WEB [www.mml.org](http://www.mml.org)

- Cultural and recreational opportunities in the area
- Educational institutions

### 2. Overview of the Organization (May include:)

- Form of government
- Date of founding or incorporation
- Number of Council members and terms
- Municipal services provided and number of employees
- Budget numbers
- Reporting structure

### 3. Community Attributes, Challenges and Opportunities

From the impressions provided by staff and council members during our discussions, we will flesh out a defining description of the community with its attractions; culture and traditions; and features and qualities to use in our brochure to attract interested candidates. I will ask the council and employees to think through such things as:

- Significant traditions
- Expectations of your residents
- Goals or master plan initiatives
- Those qualities that make Manistee unique
- Challenges
- Opportunities

## B. Candidate Profile

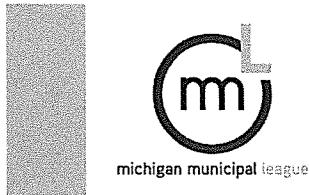
In the meeting with elected officials I will assist you in completing a profile of your preferred candidate. During our brainstorming session I will gather and record your priorities in each of the following areas. You will need to reach a consensus around the attributes so we can identify requirements and sketch a profile of the ideal manager. That ideal profile will form the basis for our advertising and published brochure. Among the descriptives I will ask you to think through are these:

### 1. Knowledge needed

- Minimum educational requirements sought
- Years and type of experience desired
- Additional training or achievements preferred

### 2. Critical Skills and Abilities

- Communication style
- Management style
- Areas of necessary expertise needed (for example)
  - Budgeting



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- Investing
- Economic development
- Contract negotiation
- Information Technology
- Media, public relations
- Etc.

### 3. Character and Personal Attributes Preferred

Our experience shows that each community and each organization is unique in its culture and character and, therefore, has the greatest chance of success when paired with an executive who best fits with the intrinsic needs of that particular administration.

You will be the sole arbiter of determining what type of character will best fit Manistee's needs as you move into the next phase of your community's future.

#### C. Culture of the Organization

We also understand that a match between an administrator's management style and the employees' expectations is critical to the organization's success. Therefore, when I meet with your staff I will attempt to learn more about the city's "organizational culture".

In a brainstorming session, similar to the one to be held with the Council, we will ask the staff members whom attend a series of questions. We will want to discuss:

- The expertise of existing staff members
- Expectations of staff for the new administrator to assure a successful working relationship
- Work environment and operating traditions

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As per your Letter of Agreement with MML, we will then take on several other tasks on your behalf as we move through the process including:

- building outreach materials and placing advertising
- collection of resumes and initial screening
- presentation of a confidential matrix measuring applications against the knowledge, skills and attributes selected
- provision of short-list of potential interviewees
- production of an interview guide with questions derived from the profile priorities
- scheduling interviews and
- close-out of the process